



STATE OF CONNECTICUT  
**LIEUTENANT GOVERNOR NANCY WYMAN**

Connecticut Health Insurance Exchange  
Board of Directors Special Meeting

Hilton Hartford  
Hartford Commons Room

Thursday, March 20, 2018  
**Meeting Minutes**

**Members Present:**

Lt. Governor Nancy Wyman (Chair); Robert Tessier (Vice-Chair); Theodore Doolittle, Office of the Healthcare Advocate (OHA); Paul Lombardo on behalf of Commissioner Katharine Wade, Connecticut Insurance Department (CID); Janel Simpson on behalf of Commissioner Roderick Bremby, Department of Social Services (DSS); Grant Ritter; Nydia Rios-Benitez on behalf of Commissioner Miriam Delphin-Rittmon, Department of Mental Health and Addiction Services (DHMAS); Cecelia Woods; Robert Scalettar, MD; Victoria Veltri

**Members Participating Remotely:**

Commissioner Raul Pino, MD, Department of Public Health (DPH)

**Members Absent:**

Paul Philpott; Secretary Benjamin Barnes, Office of Policy and Management (OPM)

**Other Participants:**

Access Health CT (AHCT) Staff: James R. Wadleigh; Shan Jeffreys; Susan Rich-Bye; Anthony Crowe; Melinda Brayton

**The Special Meeting of the Connecticut Health Insurance Exchange Board of Directors was called to order at 9:01 a.m.**

**I. Call to Order**

Lt. Governor Nancy Wyman called the meeting to order at 9:01 a.m.

## **II. Public Comment**

Jill Zorn, Senior Policy Officer at Universal Healthcare Foundation of Connecticut provided a public comment.

Victoria Veltri read a public comment for the record from Arlene Murphy.

Victoria Veltri recognized public comment submitted by Bryte Johnson from the American Cancer Society Cancer Action Network.

## **III. Votes:**

Lt. Governor Wyman requested a motion to approve the February 15, 2018 Board of Directors Special Meeting Minutes. Motion was made by Victoria Veltri and seconded by Cecelia Woods. ***Motion passed unanimously.***

Lt. Governor Wyman requested a motion to accept and submit the Connecticut Exchange Adverse Selection Study - Based on 2015 and 2016 Data to the General Assembly as required under C.G.S. §38a-1084(25). Motion was made by Victoria Veltri and seconded by Robert Tessier. ***Motion passed unanimously.***

## **IV. CEO Report**

James Wadleigh, CEO, updated the Board on Access Health CT (AHCT) activities. Enrollment, operations and Human Resources Committee updates are all part of this meeting. Mr. Wadleigh stressed that teams continue transition from the Open Enrollment (OE) closeout to preparing for OE6. AHCT continues to improve the customer experience, while achieving these results with decreasing revenues. Mr. Wadleigh stated that it is his last Board meeting as the Access Health CT Chief Executive Officer. Mr. Wadleigh expressed his gratitude to the Governor, the Lieutenant Governor, the Board of Directors, as well as the staff that are supporting the Board of Directors. Mr. Wadleigh indicated that it has been a great opportunity. Mr. Wadleigh emphasized his appreciation for allowing him to lead the best Exchange in the country. Mr. Wadleigh thanked AHCT staff who have risen to all challenges that have been presented to them. Every member of this organization has been dedicated to the common mission. This is very unique. Mr. Wadleigh expressed his well wishes for everyone. Robert Tessier thanked Mr. Wadleigh for his extraordinary service to the Exchange. Lt. Governor Wyman expressed her words of gratitude and appreciation for the outstanding work that Mr. Wadleigh has performed over the years. Lt. Governor Wyman emphasized that due to Mr. Wadleigh's exceptional leadership, many people in Connecticut have medical insurance coverage.

## **V. Operations Update**

Anthony Crowe, Director of Operations, provided the Board with the Operations Update. Mr. Crowe stated that the current enrollment stands at 104,854 . Over 1600 individuals have been

enrolled since the end of the last OE. At the end of the OE, AHCT had over 22,000 open outstanding verifications. This number has been reduced to under 1000. The Operations Department utilized various communication techniques to reach those consumers. AHCT took a proactive approach to contact people with outstanding verifications. Cecelia Woods commended the Operations Department for their outstanding work in contacting individuals who had open verification issues. Mr. Tessier inquired how many staff members were dedicated to the outreach. Mr. Crowe indicated that five employees are assigned to this area. Mr. Tessier and Lt. Governor Wyman expressed their appreciation on the achieved result.

## **VI. Finance Update**

James Michel, Director of Finance, provided the Board with the Finance Update. Mr. Michel indicated that last year, AHCT started planning for the 2019 AHCT budget. Mr. Michel provided a brief analysis of past AHCT budgets, and how it compared to the proposed 2019 budget. Mr. Michel commented that the trend is very good, due to the fact that AHCT is spending less money. Over the years, AHCT became more efficient. Mr. Michel emphasized that despite this promising trend, certain concerns remain.

AHCT has a heavy reliance on Information Technology. AHCT has not spent significant amounts of funds recently on upgrading its IT-system. AHCT has been allocating funds mostly to maintaining the system that is currently in place. The Exchange plans to start reinvesting funds in the IT-development system. This matter will be discussed at the next Finance Committee meeting. Lt. Governor Wyman inquired whether the IT-system will be revamped or changed. Mr. Michel indicated that AHCT has a plan for the next few years to make the system more efficient and customer-friendly, which in turn will make it easier for individuals to get help on their own instead contacting the call center. Over time, it should lower costs.

Mr. Tessier inquired about contractual obligations and what benefits they bring to the Exchange. Mr. Michel pointed out that the biggest contracted vendor is the call center. Mr. Michel added that marketing and maintenance work that has to be performed on the IT system are also among the largest contractual obligations. Some of the contractual work will be shifted to AHCT, where employees will be performing these tasks instead. Rajiv Chawla, Director of Information Technology, indicated that AHCT is evaluating all of the options, which include buying from an outside source, or building AHCT's own system in-house, to determine whether the current system can be redone instead of starting everything from the beginning. Mr. Michel provided a comparison of AHCT to three other exchanges whose state demographics are similar to those of Connecticut.

## **VII. Human Resources Update**

Melinda Brayton, Director of Human Resources, provided the Board with the Human Resources Update. Ms. Brayton reviewed the first five years of the AHCT's operations from the human resources perspective. Ms. Brayton enumerated major milestones that were achieved. One of the most important events occurred on October 1, 2013 when the Exchange began offering healthcare coverage options to Connecticut residents. The skills and abilities needed from the staff at that time reflected that objective.

Ms. Brayton stated that since that time, AHCT has tried to rethink the structure and focus the staff on maintaining the organization as an ongoing entity and a successful business. As a result, AHCT has been reorganized, with the current employment of 86 very committed employees who are working in eight functional departments. More than half of AHCT staff works directly with customers. A very low turnover rate of 6.7 percent adds to the success of the organization. The average turnover rate in the United States is over 15 percent. Training opportunities are offered to employees to help improve and enhance their skills. Employees signed up for 62 State of Connecticut in-service courses. The HR Department is also looking into succession planning.

Lt. Governor Wyman inquired about the largest number of employees working for AHCT at a particular time. Ms. Brayton stated that approximately 120 employees, including seasonal staff during OEs, was the largest number. Ms. Brayton added that AHCT offers mandated training required by the State of Connecticut, which includes harassment prevention training.

Ms. Brayton indicated that AHCT is focusing on creating organizational values. This will provide guidance in terms of how the organization operates, and how employees treat each other and customers. Values incorporate the mission and vision of the organization and define behaviors. When employees are happy to come to work, it also increases productivity. Ms. Brayton provided the Board with the statistical data on employee demographics. Ms. Brayton commended AHCT staff. They are the core of the success of the organization. The employees have experienced many uncertainties pertaining to the existential challenges that the organization has faced. They have always kept positive attitudes, and have worked toward achieving company's objectives. Ms. Brayton commended Mr. Wadleigh for leading the organization and providing guidance for the past three years.

#### **VIII. Executive Session**

Lt. Governor Wyman requested a motion to go into the Executive Session to discuss matters exempt from disclosure under C.G.S. §1-200(6)(A). Motion was made by Grant Ritter and seconded by Robert Scalettar. ***Motion passed unanimously.***

#### **IX. Adjournment**

As Approved by the Board of Directors on April 19, 2018

Lt. Governor Wyman requested a motion to adjourn. Motion was made by Grant Ritter and seconded by Cecelia Woods. ***Motion passed unanimously.*** Meeting adjourned at 10:10 a.m.